



**County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

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Director

February 11, 2009

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From:

Patricia S. Ploehn, LCSW
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Robert Taylor
Chief Probation Officer

**TITLE IV-E CHILD WELFARE WAIVER CAPPED ALLOCATION DEMONSTRATION
PROJECT IMPLEMENTATION PLAN: PROGRESS/ACTIVITY REPORT TO CALIFORNIA
DEPARTMENT OF SOCIAL SERVICES**

On June 26, 2007, your Board approved the *Title IV-E Waiver Capped Allocation Demonstration Project (CADP) Implementation Plan, Edition 1, June 21, 2007*, permitting the Department of Children and Family Services (DCFS) and Probation Department (Probation) to make critical changes in the way child welfare services are provided to children and families in Los Angeles County. As part of the CADP and subsequent Memorandum of Understanding (MOU) with the State, we are to provide semi-annual Progress/Activity Reports to the California Department of Social Services (CDSS). Our first two reports to CDSS were provided to you on March 5, 2008 and December 19, 2008. Attached is the third Title IV-E Waiver Project Progress/Activity Report, covering the July 1, 2008 to December 31, 2008 period, submitted to CDSS on January 23, 2009.

The Departments will submit another update to your Board in approximately six months. If you have any questions, please call us or your staff may contact Armand Montiel, Manager, DCFS Board Relations Section, at (213) 351-5530.

PSP:TM
LP:pws

Attachment

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

"To Enrich Lives Through Effective and Caring Service"

Los Angeles County
Department of Children and Family Services and Probation Department
Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project
Progress/Activity Report
July 1, 2008 through December 31, 2008

Project Overview and Status

The Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (CADP) has been successful to date in providing Los Angeles County with the financial flexibility necessary to make strategic investments in structural and programmatic reforms needed to better serve children and families. These reforms continue to build upon and complement ongoing systemic improvements underway among County Departments and their community partners in Los Angeles County. This progress report provides an update on the status of the first sequence of the Department of Children and Family Services (DCFS) and Probation Department (Probation) implementation priorities between July 1, 2008 and December 31, 2008. Since the implementation of the CADP on July 1, 2007, the total DCFS AFDC-FC caseload has decreased by 12.0% through December 31, 2008 (from 18,304 to 16,099 and has decreased 2.8% since the last reporting period ending June 30, 2008 (from 16,561 to 16,099). The following table details AFDC-FC caseloads numbers by federal and non-federal and placement type:

DCFS AFDC-FC Caseloads

	Children in FFH			Children in FFA			Children in Group Home			Total		
	Non-Fed	Fed	Total	Non-Fed	Fed	Total	Non-Fed	Fed	Total	Non-Fed	Fed	Total
Jun-07	2,821	7,603	10,424	1,325	4,097	5,422	1,018	1,440	2,458	5,164	13,140	18,304
Dec-07	2,691	7,112	9,803	1,373	3,971	5,344	879	1,185	2,064	4,943	12,268	17,211
May-08	2,594	6,860	9,454	1,348	3,785	5,133	831	1,143	1,974	4,773	11,788	16,561
Dec-08	2,434	6,682	9,116	1,329	3,759	5,088	877	1,018	1,895	4,640	11,459	16,099
% of Change 6/07 to 12/08	-13.7%	-12.1%	-12.5%	0.3%	-8.2%	-30.7%	-13.9%	-29.3%	-22.9%	-10.1%	-12.8%	-12.0%
% of Change 5/08 to 12/08	-6.2%	-2.6%	-3.6%	-1.4%	-0.7%	-26.8%	5.5%	-10.9%	-4.0%	-2.8%	-2.8%	-2.8%

Probation Caseloads for Youth in Group Home Placements

Between the beginning of the reporting period on July 1, 2008 and end of the reporting period on December 31, 2008, the number of Probation youth in group home care decreased by 7.8%. This decrease has resulted in caseload reductions for supervision Deputy Probation Officers (DPO).

Department of Children and Family Services

After considering the target populations, ease and speed of implementation efforts, and breadth of impact on the desired CADP outcomes, DCFS identified three first sequence priorities which remained operational during the July 1, 2008 to December 31, 2008 reporting period: Expansion of Family Team-Decision Making (FTDM) Conferences; Focused Family Finding and Engagement through Pilot Specialized Permanency Units at Three Regional Offices; and Up-front Assessments on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues.

Expansion of Family Team Decision Making (FTDM) Conferences - As outlined in the Waiver Implementation Plan, DCFS increased the number of FTDM facilitators so that regular multi-

disciplinary team conferences could be held for children placed in group homes or in foster care for two years or longer with no identified permanency resource. FTDM facilitators were selected, hired and trained for fourteen specialized positions and became operational in DCFS regional offices between January and April 2008. The addition of the fourteen facilitators allows for regular Permanency Planning Conferences (PPCs) modeled on Team Decision Making (TDM) meetings to ensure that a multi-disciplinary team of professionals, family members and caregivers meet regularly to focus on the urgent permanency needs of these youth. TDM facilitators continue to receive ongoing training on facilitation, and DCFS receives technical assistance in this regard from the Annie E. Casey Foundation's California Family-to-Family consultants.

Outcomes from the TDM expansion are encouraging. By June 30, 2008, 222 youth in group home placements had a PPC held to focus on their permanency plan. These conferences resulted in identified plans for 61 children to move to the home of a parent or relative; and 59 children to move to a reduced level of placement, including foster family agencies, licensed foster homes, or specialized foster homes. Between July 1, 2008 and December 31, 2008, an additional 408 permanency planning conferences were held. Data are available for 11 of the 21 offices. Of the 243 conferences held at these offices, plans were identified for 39 children to move to the home of a parent or relative and 41 children to move to a reduced level of placement, including foster family agencies, licensed foster homes, or specialized foster homes. The specialized facilitators will continue to convene PPCs for these youth to ensure that all appropriate actions are taken. There are currently approximately 1,050 DCFS youth in group home placements in Los Angeles County, and the goal is to hold a PPC for each youth.

Focused Family Finding and Engagement through Pilot Specialized Permanency Units at Three Regional Offices - Specialized Youth Permanency (YP) Units were established to target DCFS' older high need youth most at risk of aging out of foster care with no permanent connections. CSWs in the YP Units carry reduced caseloads and utilize family finding and engagement strategies to identify and connect youth with extended family members. The YP Implementation Workgroup created formal written policy and protocols for the YP Units, and continues to meet on a bi-monthly basis to discuss ongoing policy issues, case criteria, training, and data collection. As of April 2008, two regional offices, Metro North and Pomona, were operational and fully staffed with Children's Social Workers (CSW) and Supervising Children's Social Workers (SCSW) at the reduced caseload of fifteen (which is flexible up to 24:1 including siblings and cases close to achieving permanency). The Santa Clarita Office, identified as the third regional office for this pilot, has gradually come on board since June 2008; the Unit is currently staffed by one SCSW, one half-time and three full-time CSWs with reduced caseloads.

YP Unit SCSWs are very enthusiastic about the outcomes for the youth they serve. They report that, due to reduced caseloads and expert training, YP Unit CSWs are better able to establish relationships with the youth and focus their energies on identifying and reconnecting the youth with family. During the Waiver period, the Metro North YP Unit has served 75 youth. Of these 75 youth, eleven returned home, four are under legal guardianship, 13 were placed with relatives, 17 were placed in lower levels of care, 22 have plans of adoption, and four have plans of guardianship. Fifty-three of the youth currently being served who were previously identified as having no or limited connections with family now have ongoing visits with siblings or other family members.

During the Waiver period, the Pomona YP Unit has served 72 youth. Six successfully exited the system--two through adoption, one through legal guardianship, and three through emancipation with lifelong connections. In addition, 16 moved into lower levels of care, including seven placed with relatives; one reunified with parents; 23 have a plan of adoption; and 13 have a plan of guardianship. Sixty youth are currently served by the Pomona YP Unit; 55 of these youth who were previously identified as having no or limited connections with family now have ongoing visits with siblings and other family members. The Santa Clarita YP Unit currently serves 58 youth. Six have adoption plans, two have legal guardianship plans, one has reunified with parents, five have moved to lower levels of care, five have achieved "permanent and meaningful connections," and one youth has passed her GED due to the ongoing support and guidance of her CSW.

Up-Front Assessments on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues - This priority initiative seeks to prevent unnecessary foster care placements through more thorough investigation and assessment of Child Protection Hotline (Hotline) referrals of alleged child abuse and neglect that require special expertise involving substance abuse, domestic violence and/or mental health issues. Assessments are conducted on the target population of families with high-risk Hotline referrals; experts in substance abuse, domestic violence and mental health services provide immediate, comprehensive assessments, and connect families to treatment and ancillary services in the community. These services allow Emergency Response (ER) CSWs to make more informed case decisions, and in many cases, allow children to remain safely in their homes.

Since October 1, 2007, DCFS has contracted with SHIELDS for Families to provide up-front assessments for the Compton Office. In May 2008, two additional regional offices, Metro North and Wateridge, and the Emergency Response Command Post (ERCP), which handles referrals of child abuse and neglect at night, on weekends and holidays, began implementing and utilizing up-front assessments in a limited fashion, with a number of additional contracted agencies in their Service Planning Areas (SPA). Approximately 400 assessments were completed as of June 30, 2008. In the subsequent five months (July – November) 392 additional assessments were completed, serving 307 families with 688 children.

Probation Department

After review and analysis of data regarding the impact of Waiver services on outcomes, Probation has committed to the continuation of its first sequence priorities; Cross-Systems Case Assessment and Case Planning, and Expansion of Functional Family Therapy (FFT). Additionally, Probation has identified a third program priority that will be implemented in the second year of the Waiver, establishment of a Prospective Authorization and Utilization Review Unit.

Cross-Systems Case Assessment and Case Planning - Probation and the Department of Mental Health (DMH) continued to utilize the Cross-Systems Case Assessment and Planning Initiative implemented in the first year of the Waiver. This initiative will promote appropriate placement decisions and collaboration; enhanced case planning efforts; increased placement stability and decreased delays in critical treatment during the transition from detention to out-of-home care. Probation and DMH made enhancements to the existing assessment-reporting tool to ensure that all critical information is provided to both the supervision DPO and the out-of-home care provider.

During the January 1, 2008 to June 30, 2008 period, 110 Probation youth in suitable placement were administered the Cross-Systems Case Assessment. Findings indicated that, of the 110 youth sample: the average age was 15 years; 33.6% recidivated (were re-arrested and returned to Juvenile Hall); 16.4% recidivated in 30 days or less; 14.5% had minimal to no mental health histories and were not taking psychotropic medication; 12.7% had serious mental health histories and chronic psychiatric issues; 10.9% had serious mental health problems in combination with serious behavior problems; and, 10.9% had solely serious behavior problems.

Expansion of Functional Family Therapy (FFT) - Probation's Placement Community Transition Services (PCTS) utilizes FFT services as one of its core community based supportive "after-care" services. Two Community Based Organizations, SHIELDS for Families, and Starview Community Services, provide these services to Probation youth and their families. In order to qualify for FFT services, youth must have previously resided in congregate care and been released to their parents with FFT services.

As of December 2008, Probation enrolled 274 Placement youth and their families in FFT. Of this number, 58 youth have successfully graduated FFT and 145 still receive services. Additionally, in an effort to support FFT activities, Probation trained 14 Placement Community Transition Services (PCTS) DPOs in the use of FFT to serve youth and families that reside outside the service areas of the two contracted vendors. On December 1, 2008, PCTS Supervising Deputy Probation Officers (SDPO) were trained in Functional Family Probation (FFP). On January 26, 2009, 14 supervision PCTS DPOs will receive FFP training. The DPOs will use the new model of supervision once they have completed the training, as required by the National FFP program. Training, coordinated by the California Institute for Mental Health (CIMH), will continue until all 40 PCTS DPOs are trained in FFP.

Between July 2007 and August 2008, 129 Probation youth and their families have received FFT services. Nineteen youth continued to receive FFT treatment, and 110 youth have been discharged from treatment, 52 (47%) of which completed FFT treatment. The average length of treatment for all completed cases was 147 days. The youth who participated in FFT were predominately male and were, on average, 15.5 years of age. Fifty-three percent were Hispanic, 42% African-American, 2.3% Caucasian, and 2.3% Asian.

In order to evaluate program effectiveness, two sets of analyses were performed. The first set of outcome analyses compared all youth who were discharged from FFT to the comparison group (youth that closely resemble the FFT youth) on re-arrest and subsequent sustained petitions outcomes. The second set of analyses compared all youth who successfully completed FFT to comparison group youth on re-arrest and subsequent sustained petitions outcomes. For purposes of program evaluation, a comparison group of 140 Probation youth that closely resembled/matched the FFT group on demographics and Suitable Placement involvement were evaluated (See Attachment I).

Project Administration/Fiscal Management/Implementation Activities

Planning/Oversight Efforts – DCFS and Probation Waiver Teams continue to work in concert and participate in regular Waiver Management Team meetings to provide project coordination and updates and discuss next steps. Both Departments attend bi-monthly implementation meetings with Casey Family Programs and monthly County Steering Committee meetings with the Chief Executive Office (CEO) and have made numerous presentations to the Board of

Supervisors, Justice and Children's Deputies, Children's Commission and CEO. The Departments jointly sponsored a community stakeholder meeting on July 14, 2008, providing staff, other County participants, community partners and stakeholders with a CADP update. CDSS Director John Wagner provided the State Perspective, and State Waiver Evaluator, Dr. Charlie Ferguson, presented on the Statewide Evaluation (See Attachment II). In addition to these joint efforts, **DCFS** continues to be involved in the following planning/oversight efforts specific to its project priorities:

- **Monthly Waiver Coordinator Check-In Call with CDSS** – The DCFS Waiver Coordinator participates in monthly conference calls with Alameda County's Waiver Coordinator and CDSS Waiver Managers.
- **DCFS Executive Team**, led by the Director, meets weekly; the Waiver Coordinator provides updates, and upper level administrators discuss CADP activities, status and challenges.
- **DCFS Waiver Team** meets on a regular basis to discuss progress of CADP initiatives and day-to-day operations.
- **State/County IV-E Fiscal Workgroup** - Periodic conference calls led by CDSS with Los Angeles and Alameda Counties are held to discuss fiscal issues.
- **State/County IV-E Evaluation Workgroup** - Periodic conference calls led by CDSS with Los Angeles and Alameda Counties, and stakeholders, are held to discuss evaluation issues.
- **Family Team Decision Making Roundtable** – The TDM Manager meets on a monthly basis with TDM facilitators countywide to address policy, practice and operational issues and often addresses the implementation of permanency planning conferences (PPC).
- **PPC/TDM Facilitators** meet bi-weekly to address implementation of PPCs and outcomes related to PPCs held for youth in group homes.
- **Youth Permanency Implementation Workgroup** meets bi-weekly to address policy and practice issues and expedite implementation of the YP Units. A subcommittee, addressing Data Outcomes specific to the Units, also meets on an as-needed basis.
- **Up-front Assessment** meetings occur several times each month to address the implementation of up-front assessments, data collection and outcomes evaluation. Similar meetings take place with contracted up-front assessment providers.
- **Residentially-Based Services (RBS) Workgroup** has been on hiatus for the past several months while its subgroup, the RBS Collaborative, meets semi-monthly regarding a redesign proposal for residential care for DCFS youth. These efforts provide an opportunity to update RBS providers and receive feedback on barriers, successes and opportunities.
- **Other Meetings** are ongoing with the Children's Commissioners, Board Offices, and CEO budget analysts specific to DCFS project components.

Probation facilitates and participates in the following project planning/oversight meetings specific to its project priorities:

- **Weekly Probation Title IV-E Management Meetings** to help guide implementation of the CADP Plan and ensure fidelity to the Plan.
- **Monthly Group Home Provider Meetings** are held to address communication needs under the Waiver environment, facilitate communication of the CADP Plan to Probation's group home providers and provide feedback on barriers, successes and opportunities.
- **Quarterly Group Homes Administrators Meetings** are held to increase communication during the Waiver project period.

- **Bench Officers Meetings** are convened to inform Delinquency Bench Officers of the progress of Probation Waiver efforts and to receive feedback from the bench that could be included in ongoing efforts to improve services and move system improvements forward.
- **CADP Stakeholder's Steering Committee (Probation-Specific)**, consisting of representatives from group home providers, Children's Commission, bench officers, school districts, Public Defender's Office, Department of Mental Health (DMH) and Probation, has been charged with assisting Probation's efforts to align its foster care Placement Operation with the CADP planning and implementation of CADP programs and services.
- **Monthly conference calls** are held with the CEO and DMH regarding Title IV-E administrative and operational needs of all Probation Waiver initiatives.
- **Monthly conference calls** or formal meetings are held with a Casey Family Programs consultant for Probation's Practice Model that impacts Waiver efforts.
- **Monthly conference calls** are held with Casey Family Programs regarding Probation Waiver efforts and/or needs.
- **Other Meetings** are ongoing with the Children's and Probation Commissioners, Board Offices, and CEO budget analysts specific to the Probation project components.

Specific Program and Policy Changes – **DCFS** policy on TDM has been revised to address the use of Permanency Planning Conferences in each of the Department's regional offices. Formal policy has also been written and disseminated to staff regarding the YP Units in the three DCFS offices and the implementation of up-front assessments in all DCFS regional offices and Emergency Response Command Post (ERCP).

Probation has implemented a standardized Cross-Systems Assessment Reporting Tool. This tool ensures that all necessary client information is included in the assessment and reported. This information assists the supervision DPO and the group home and/or caregiver in addressing each clients needs. Due to the need to capture and track accurate Probation foster care data that are critical for the implementation of strategies using flexible funding, a new unit of operation has been developed. This operation is charged with tracking all Probation foster care youth and the assistance payments made on their behalf, including Wraparound Services. The new unit is housed within the Placement Administrative Services operation.

Challenges and/or Technical Assistance Needs

DCFS has experienced the following challenges in implementing the CADP:

- Difficulty in the timely hiring and reporting of allocated staff for expanded FTDM and YP Units due to County budgeting and hiring requirements.
- Shortage of staff required to monitor and oversee all aspects of up-front assessment implementation.
- Lack of an automated system to track expenditures and revenue in more detail, requiring DCFS to create manual spreadsheets to accurately identify and track data and funding sources.

Probation has experienced the following challenges in implementing the CADP:

- Difficulty reconciling Probation records and accessing Child Welfare Services/Case Management Systems (CWS/CMS) data, requiring a significant workforce effort for Probation.

- Lack of an automated system to track Probation Placement expenditures, requiring Probation to create separate spreadsheets to accurately identify and manually track data for each Placement case and all case activity to identify projected assistance payment costs and/or reductions as well as numerous trend data.
- Inability to obtain additional required CADP expenditure information, specifically funds used for Wraparound Services. Currently, DCFS and Probation are working together to identify the best methods for sharing information that will lead to appropriate tracking, monitoring, and data reconciliation.

Reinvestment of First-year Savings

DCFS and Probation earned \$28.9 million in reinvestment funds during the first year of the CADP and project spending a portion of this funding, with a majority going to contracted services in the community, in Fiscal Year (FY) 2008-09 and FY 2009-10. With the recent announcement that the United States has been in a recession since December 2007, concern has mounted that the economic downturn could result in increased maltreatment and larger caseloads for family maintenance and out-of-home care. Reforms undertaken the first year of the CADP have been essential in maintaining positive outcomes for children and families during economic downturn and will be built upon to ensure child safety and well-being throughout the recession. By keeping the reform momentum going, the Departments plan to continue to produce additional reinvestment funds to support the needs of children and families even in the midst of the economic crisis. Based on the success of first sequence priorities and input from our community partners and stakeholders, the Departments are currently writing the second sequence plan, detailing plans for FY 2008-09 and FY 2009-10. The Departments' proposed reinvestment strategies for FY 2008-09 and FY 2009-10 are summarized in Attachment II and III. The Departments will be requesting Board of Supervisors approval of the second sequence plan and authority to hire staff positions to support the expansion and/or implementation of Waiver strategies on February 3, 2009.

Both Departments will be monitoring their expenditures under the capped allocation on a regular basis.

New Initiatives and/or State Waiver Related Program Activities - DCFS

Prevention Initiative Demonstration Project (PIDP) – On February 26, 2008, DCFS' \$5 million PIDP was approved by the Board of Supervisors through June 30, 2009. Eight contracts were approved to establish lead agencies in each of the Service Planning Areas (SPA). The PIDP was initially a 12-month project, but DCFS obtained an additional four months of time for the lead agencies and their DCFS regional partners to fully develop and implement their prevention strategies and initiatives. All lead agencies implemented their plans in July 2008. The evaluation of PIDP is conducted through a collaborative of Casey Family Programs, First 5 LA, and Dr. Jacquelyn McCroskey of the University of Southern California. The goals of the evaluation are threefold: identify best practices which can be replicated countywide; identify successful leveraging strategies between and within the Community Based Organizations, County agencies and private business; and provide DCFS with results to be used to restructure current contracting process to become more client delivery focused. A mid-year evaluation of the Project is due by the middle of February 2009, to look at initial promising best practices that were emerging from the first six months of implementation, and the final evaluation is expected to be available no later than August 2009.

Intensive Treatment Foster Care (ITFC)/Multi-dimensional Treatment Foster Care (MTFC) – As previously reported, DCFS received CDSS approval to develop ITFC beds for 72 children and MTFC beds for 60 children, as alternatives to placing children in group homes. The Board of Supervisors approved contracts for three ITFC providers for 24 beds each and two additional providers for 60 MTFC beds, a highly structured model of treatment foster care for which DCFS obtained CDSS approval to fund at the ITFC payment rate. All five providers signed their contracts in early January 2008, providing a total of 132 beds for the two program types. As of December 31, 2008, 24 beds were available and 13 children were placed in these beds. Remaining empty beds are in the assessment process and have been matched with children. In addition, 14 homes are in various stages of certification. Although certification is not complete, potential matches for children with most of these homes have been made while the four to six week assessment process is completed. The potential matching process will expedite placements once the homes have been certified.

Residentially-Based Services (RBS) Reform – As previously reported, Los Angeles County was selected to be part of the RBS Demonstration Project to pilot an alternative program design and funding model under the authority of AB 1453. The model is designed to provide concurrent wraparound services to youth and their families while youth are placed in selected RCL 12 and 14 group homes for reduced lengths of stay, and ongoing wraparound and community-based care after the youth exit residential care. Funding for concurrent wraparound services will come from savings realized from reduced lengths of stay. On October 15, 2008, Los Angeles County issued a Request for Information (RFI) to test market interest in providing RBS services. Several providers submitted letters of interest and met the minimum qualifications. DCFS subsequently submitted a letter to the State asking for permission to formally identify these providers and add RBS as an amendment to their current and upcoming Wraparound contracts. Upon State approval, DCFS will begin discussions with the providers that responded to the RFI and met the minimum qualifications. On November 5 and 6, 2008, DCFS Deputy Director and Waiver Coordinator, Lisa Parrish, Michael Rauso, Angela Shields from DMH, and several Los Angeles providers attended the RBS symposium which highlighted RBS implementation challenges and related topics to assist in developing RBS plans. DCFS continues to work with its RBS consultants on an implementation plan due to the State in March.

New Initiatives and/or State Waiver Related Program Activities - Probation

The Prospective Authorization and Utilization Review Unit will be established to assist in the decision making process to match youth and families with appropriate services, improving consistency in service utilization, as referrals to services will be pre-approved, based on whether or not a youth and family meet the specified focus for each service. This unit will be responsible for reviewing the use of each of these services at designated intervals to ensure that there is a systematic approach to the rationale that allows for extended services that may be required to obtain desired outcomes on a case-by-case basis. This will improve Probation's ability to strategically manage available resources and maximize fiscal resources. Implementation is scheduled for April 2009.

Probation, in partnership with CIMH, will continue to implement FFP training to approximately 40 DPOs during the next six months. The Placement Restructuring Steering Committee will be reviewing and providing feedback on the following:

- Probation Practice Model, developed by Probation and the Casey Family Programs contracted consultant, which will directly target the Department's placement youth and/or youth identified as at imminent-risk of removal from their homes, and
- Recommended "new" Waiver initiatives and possible supervision models in an effort to determine which initiatives and supervision modifications will be implemented next.

The Placement Restructuring Steering Committee will also assist in identifying needed system improvements and administrative infrastructure needs that will build on supporting current programs while providing enhanced services.

Direct Services Activities

As detailed in earlier sections of this report, during the past six months **DCFS** has continued to provide direct services to children and families under its three first sequence priority initiatives. FTDM has been expanded to provide PPCs to youth in group home care in an effort to expedite permanency for these youth; over 600 PPCs have been conducted for identified group home youth during the Waiver period. YP Units have been staffed, and social workers in these units are carrying reduced caseloads in an effort to locate and connect high need youth with permanency resources. These units currently serve close to 200 youth. Finally, approximately 790 up-front assessments have been conducted to assess referrals involving substance abuse, domestic violence and/or mental health issues in the DCFS Compton, Metro North and Wateridge Offices and the ERCP since May 2008.

Probation and DMH have conducted approximately 650 Cross-Systems Case Assessments, 540 in FY 2007-08 and 110 during the first six months of FY 2008-09. Probation provided aftercare supervision services to approximately 129 youth in FY 2007-08, and FFT services were provided to 145 families by both Probation and Probation contracted FFT providers during the first six months of FY 2008-09; of the 145 families provided FFT, 15 successfully completed FFT.

Evaluation Activities

As previously reported, the primary purpose of the CADP evaluation designed by Charlie Ferguson, Ph.D., is to determine whether changes in the funding structure for foster care will result in changes in the functioning of County child welfare systems that lead to improved outcomes for dependent and delinquent children and their families. During November and December 2008, Dr. Ferguson conducted a series of key stakeholder interviews with Los Angeles County's external partners in an effort to identify community involvement and overall understanding of the CADP project.

As stated, DCFS, in conjunction with Casey Family Programs and Dr. McCroskey, has begun to evaluate the Los Angeles Prevention Initiative Demonstration Project (PIDP) and Point of Engagement (POE). The evaluations of POE and PIDP are similar enough that many data collection tasks can be merged – especially since the prevention evaluation built on the original POE evaluation. On November 17, 2008, DCFS held a PIDP-POE Learning Session with over

150 attendees from a diverse group of public and private sector agencies and communities. Representatives from the different SPAs convened during afternoon breakout learning sessions to discuss, compare and contrast their experiences in implementing new strategies to prevent child abuse and neglect in the different regions of Los Angeles County. Dr. McCroskey began conducting interviews in November 2008 in the DCFS regional offices with four levels of staff: Regional Administrators, Assistant Regional Administrators, SCSWs and CSWs. Interviews are intended to collect information regarding the history, context and implementation of POE in each regional office and the impact of POE on outcomes for children and families.

As a result of Probation's inability to access CWS/CMS data and because juvenile justice systems have not historically warehoused needed project evaluation data, technological system enhancements are necessary and will promote the ability to draw down baseline and outcome data. Probation has incorporated many of the Waiver data needs into the automated system that will be implemented in March 2009. It is anticipated that the new system will be able to capture the number of active placement youth, number of closed placement cases, average length of stay in out-of-home care, number of placement episodes, number and type of outreach services provided for each case, and assistance payment costs for all Probation Placement youth. Additionally, Probation has continued to work with DCFS and the State Evaluator in identifying data that are currently available and needed data enhancements. Probation has been working with the State Evaluator in conducting both internal focus groups and surveys to identify baseline data for the evaluation.

Expenditure Narrative Based on Claiming Submissions

DCFS expanded the following initiatives/strategies utilizing available flexible funds under the Waiver: Family Team Decision Making; Up-front Assessments; and Family Finding and Engagement. For the period of July 2008 to December 2008, the total amount of expenditures incurred for these initiatives/strategies is \$1,873,324. This amount includes salaries and employee benefits in the amount of \$1,498,659 and Indirect Costs in the amount of \$374,665. These expenditures will be reflected in our revised first quarter claim for fiscal year 2008-09, and appropriate costs will also be included in the second quarter claim.

Introduction



This is the first year outcome report, fiscal year 2007/2008, on the County's Title IV-E Waiver Capped Allocation Demonstration Project (CADP) Five-Year County Plan. The Probation Department and the Department of Children and Family Services (DCFS) implemented Title IV-E Waiver CADP in July 2008. The Title IV-E CADP is a federally and state approved demonstration project that provides the County (DCFS and Probation) an opportunity to design and test a wide range of new approaches to the delivery of child welfare services in order to improve outcomes for children and youth. The demonstration is intended to provide valuable knowledge leading to improvements in the delivery, effectiveness and efficiency of services children, youth, and families at-risk. The County's five year demonstration project uses existing Title IV-E funds flexibly to develop new programs and services or enhance existing service programs which prevent or reduce foster care.

Moreover, participation in the Waiver demonstration makes it possible for DCFS and Probation to use a portion of resources formerly restricted to foster care maintenance to underwrite prevention, reunification, and aftercare services. Over the course of the demonstration period, the Probation Department envisions a wide variety of this funding, beginning in the first year with cross-system case assessment and planning, intensive family reunification and aftercare services- Functional Family Therapy. At the start of the Waiver, it was anticipated that the benefits derived from the Waiver would be:

- More flexibility in developing programs and services focused on preventing or reducing foster care or reducing the length of stay;
- Reduction of foster care cost with the investment in services;
- Enhancement of an interdisciplinary approach to assessing the strengths of the family and meeting the needs of individual youth;
- Increase involvement of community partners in the development of a family-focused, community-based aftercare intervention.

This report assesses whether the Probation Department was able to make improvements in seven key outcome areas:

1. Reducing the reliance on out-of-home care
2. Reducing the length of stay of probationers in congregate care
3. Reducing the timelines to family reunification
4. Reducing recidivism
5. Reducing the rate of re-entry into out-of-home placement following an earlier episode of placement
6. Improving assessment of youth entering group care
7. Improving family well-being

Background



The Los Angeles County's Title IV-E Waiver CADP Five-Year County Plan was approved by the Board on April 17, 2007, and accepted by the California Department of Social Services (CDSS) as of May 18, 2007. Board approval of the CADP Implementation Plan allows the County to participate in the five-year demonstration project effective July 1, 2007. Under the terms and conditions of the Waiver, for a period of five years, the State and Federal share of foster care funds shall be capped and made available to the County to finance structural and programmatic improvements to the child welfare and probation service delivery systems.

The federal funding cap was established based on actual federal reimbursement for administrative and out-of-home care costs the County received in FFY 02-03, 03-04 and 04-05 with a 2% growth factor added for each year of the Waiver. The State funding cap was established based on the actual reimbursements for out-of-home care costs in FY 05-06 and FY 06-07 Child Welfare Services allocation with a 2% growth factor added for each year of the Waiver. The County's Maintenance of Effort (MOE) was established based on actual expenditures in FY 05-06. There is no increase in NCC.

Prior to implementing Waiver services, DCFS, Probation, and the CEO agreed that it would be fiscally responsible to limit reinvestment spending for the first year of the Waiver to one-fifth, or 20%, of the \$21,108,000 in reinvestment funds which was projected over the five years. This decision was made after consultation with CDSS and the United States Department of Health and Human Services, and discussion with Waiver Demonstration Project state representatives and experts from around the nation. While the front loading of up to 40% of reinvestment funds in the first year is permissible under the Federal Terms and Conditions, other jurisdictions have reported justifiable concerns and poor experience with this spending strategy.

The Departments agreed to split the 20% available in FY 07-08, which was \$4,222,000 along the current reimbursement percentages. DCFS spends approximately 80% of Title IV-E funds reimbursed and Probation spends approximately 20%. Therefore, DCFS received \$3,378,000 in reinvestment funds and Probation \$844,000 in FY 07-08.

Title IV-E Waiver Goals

The following Title IV-E Waiver goals are universal to both dependent and delinquent populations as a whole:

- Provide more preventive services;
- Increase the number and array of services to allow more children to remain safely in their home;

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- Reduce the reliance on out-of-home care through the provision of intensive, focused, individualized services;
- Reduce the number of children and their length of stay in congregate care while ensuring that individualized case planning and appropriate community alternatives are in place first; and,
- Reduce the timelines to permanency.

The following goal is specific to the delinquent population:

- Reduce the recurrence of maltreatment through a combination of caseload reduction and evidence-based case management interventions.

Title IV-E Waiver Strategy and Services Initiatives

Research findings within the areas of delinquency, substance abuse, and child maltreatment (abuse and neglect) have established an important commonality. The identified findings correlate the risk factors of delinquency, substance abuse, and child maltreatment as largely the same. Research evidence also shows that youth who are abused or neglected are more likely than their non-abused, non-neglected counterparts to experience other negative outcomes later in their lives. Abused and neglected youth experience reduced rates of high school graduation, greater criminality, lower standardized test scores, increased grade repetition, increased teenage pregnancy, and increased substance abuse. Therefore, the research findings affirm that probationers entering foster care (group home and relative and non-relative care) are at high risk of on-going maltreatment. In light of this, Probation has adopted a strategy of reducing risk factors and increasing protective factors in order to reduce delinquency, curtail substance abuse, and reduce the reoccurrence of maltreatment. This strategy incorporates two principal approaches:

1. Employment of a strength-based cross-system case assessment and case planning process and team; and
2. Implementation of Functional Family Therapy, a family-focused aftercare intervention.

The primary goal of this strategy is to create a seamless continuum of services for probationers and their families. The continuum of services begins by employing a strength-based, cross-systems assessment for youth entering group care. These youth are assessed for risk and protective factor targets and screened and evaluated for mental health disorders. This joint assessment is then used to develop an individualized case plan and to determine the most appropriate placement. While the probationer is in group home care, preparation for aftercare transition and family reunification services begin. Upon release from group home care, selected youth are transitioned to Functional Family Therapy, a family system approach which has proven successful in reducing delinquency and the reoccurrence of maltreatment.

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Waiver Initiative One: Cross-Systems Case Assessment and Case Planning

Priority Initiative and Description

Cross-Systems Case Assessment and Case Planning pair mental health clinicians and therapists with Placement Deputy Probation Officers (DPOs) to provide an integrated and coordinated assessment of delinquency risk and protective factors and mental health functioning of youth who have been ordered Suitable Placement by the Court. The assessment is used for case planning purposes and for matching the probationer with the appropriate group home provider. It is anticipated that implementation of a strength-based Cross-Systems Case Assessment and Case Planning process will increase the likelihood of identifying best possible placements to respond to the varied needs of youth, thereby improving the chances of achieving youth safety, youth and family well being and family reunification.

The Department of Mental Health research findings support that there is a significant need for a thorough assessment of youth entering out-of-home care. The Department of Mental Health (DMH) conducted two collaborative studies with UCLA utilizing a highly structure diagnostic inventory, the Diagnostic Interview Schedule for Children (DISC). As reflected below in Table 1 these studies provide baseline data for the incidence and prevalence of mental health problems in incarcerated youth in Los Angeles County. It is noted that youth included in these studies are not solely suitable placement youth.

Table 1

Psychiatric Diagnoses	UCLA Pilot 2000 (S=only MAYSI+) (Past 4 weeks)	UCLA CFOY Preliminary Data (S=MAYSI+ & -) (Past Year)	Teplin's Cook County Study (S= stratified random)¹ (Past 6 months)	
Disruptive Behavior	48% (45% Conduct)	42% (39.2% Conduct)	DISC Alone	W/Impairment
			41.1% (male)	31.4% (male)
			45.6% (female)	38.0% (female)
			DISC Alone	W/Impairment
Mood Disorder	19%	7.7%	18.7 (male)	16.1% (male)
			21.6 (female)	22.9% (female)
Anxiety Disorder	---	20%	DISC Alone	W/Impairment
			21.3% (male)	20.7% (male)
			30.8% (female)	28.9%(female)
Substance Use	49%	58.1%	50.7% (male) 46.8% (female)	
Psychotic Disorder	---	---	1% (male) 1% (female)	

¹ Teplin, A.; Abram, K.; McClelland, G.; Duncan, M., and Mericle, A. (2002) study was stratified by age, gender and ethnicity.

2007 Cross-Systems Assessment and Results

Placement youth are a subset of the population reflected in Table 1. An analysis of characteristics of placement youth in 2007 indicates that they were:

- ✓ Slightly younger, average age of 15;
- ✓ Average 3 detentions;
- ✓ Average 2 placements ;
- ✓ Lower incidence of disruptive behavior disorders than the overall population (this is the strongest predictor of length of time in placement);
- ✓ Similar incidence of mood disorder.

2008 Cross-Systems Assessment and Results

A sample (N=110) of suitable placement youth in 2008, covering the period January through June, provides a similar characteristic picture, indicating the following “new” and “re-placement” youth combined:

- ✓ Average age of 15; and
- ✓ Average 3 detentions.

During this 6 month analysis:

- ✓ **66.4%** of the youth in the sample study did not recidivate²;
- ✓ **33.6%** of the youth in the sample study did recidivate; and
- ✓ Of the youth that recidivated, **16.4%** of them returned in 30 days or less, as follows:

<u>In Months</u>	<u>Percent</u>
○ 1 month	16.4
○ 2 months	10.0
○ 3 months	4.5
○ 4 months	2.7

Cross-Systems Assessment prevalence findings, during a 6 month period, include:

- **14.5%** of youth were found to have minimal to no mental health histories and were not taking psychotropic medication.
- **12.7%** of youth were found to have serious mental health histories and chronic psychiatric issues such as internalizing clinical diagnoses psychiatric issues- “depressive;” “mood” disorders and serious “trauma.”

² Recidivism for the purpose of this analysis is defined as those youth who were re-arrested and return to Juvenile Hall with “Probation Violations” and/or additional charges.

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- **10.9%** of youth were found to have serious mental health problems in combination with serious behavior problems, such as "Conduct Disorder" or serious penal code offenses.
- **10.9%** of the youth were found to have solely serious behavior problems, with possible "Conduct Disorder;" chronic fighting, serious penal code offenses and gang related activities.

What can be deduced from the 2007 and 2008 preliminary analyses?

- There is a need to assess more "new" cases- research suggests these youth are at highest risk for placement failure.
- Since a higher recidivism among Placement youth occurs during the first 30 to 60 days of their placement, there needs to be a push to have greater family engagement and involvement at the onset of the youth's group home stay as well as expedited treatment services. Many of the risk factors which place youth at-risk of delinquency, maltreatment and substance abuse also place them at-risk for low engagement and non-retention in group homes.
- There is a need to provide a more in-depth assessment and follow-up treatment services for repeat offenders; these youth tend to have a complex set of problems and risk factors.
- Mental health clinicians working collaboratively with Placement Assessment DPOs ensures that the youth's assessment addresses their mental health and behavioral needs.
- Mental health screening and assessment of Placement youth is not an option, but a necessity. The data shows that many of the youth suffer from serious mental health disorders.

Waiver Initiative Two: *Enhanced Family Functioning: Functional Family Therapy (FFT)*

Priority Initiative and Description

Probation has adopted FFT as one of the priority treatment approaches to serve youth returning home from congregate care. Youth are identified and pre-approved for enrollment in FFT services before Probation has requested a Change of Order from the Court. These services are recommended to the Court during the youth's group home placement episode. FFT services begin once the Court grants a Change of Order from Suitable Placement to Home on Probation.

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FFT Program Results

Los Angeles County Probation Department's Placement Community Transition Services (PCTS) utilizes as one of its core community-based supportive "after-care" services the evidence-based program, FFT. Two Community-Based Organizations, SHIELDS for Families, and StarView Community Services, provide the FFT services to youth under the supervision of the Probation Department and their families. In order to qualify for FFT services with a contracted provider, a probation youth was required to meet specific program inclusion criteria. For purposes of program evaluation, a comparison group of 140 probation youth were obtained that closely resembled/matched the FFT group on demographics and Suitable Placement (SP) involvement.

Beginning July 2007 through August 2008, a total of 129 probation youth and their families have been or are in the process of receiving FFT services. Nineteen youth/families are currently in FFT treatment, and the remaining 110 families have been discharged from treatment. Of the 110 cases that have been discharged, 52 (47%) of the families successfully completed FFT treatment. The average length of treatment for all completed cases was 147 days. The youths who participated in FFT were predominately male and were on average 15.5 years of age. Fifty-three percent were Hispanic, 42% were African-American, 2.3% were Caucasian, and 2.3% were Asian.

In order to evaluate program effectiveness, two sets of analyses were performed. The first set of outcome analyses compared all youths who were discharged from FFT to the comparison group youths on re-arrest and subsequent sustained petitions outcomes. The FFT group consisted of all youths who participated in the FFT program and were ultimately discharged from treatment. The second set of analyses compared all youth who successfully completed FFT to comparison group youths on re-arrest and subsequent sustained petitions outcomes. The program evaluation outcomes can be found in Table 2 and 3.

Outcomes specific to gang affiliation status within the FFT Completion group were also analyzed. The percentage of gang affiliated youth within the FFT group who were re-arrested was compared to the percentage of FFT treatment youth not re-arrested. The same comparison for sustained criminal charges was analyzed and these results can be found in Table 2.

Table 2: FFT Program Evaluation Outcomes

OUTCOME	COMPARISON GROUP (140 Youth)	FFT GROUP (110 Youth)	FFT COMPLETION GROUP (52 Youth)
Criminal Arrest Rate	35.0%	29.1%	19.2%
Average # of Days Between SP Termination and Re-arrest	82 days	153 days	195 days
Rate of Sustained Criminal Charges	25.0%	20.0%	9.6%
Average # of Days Between SP Termination and Sustained Criminal Charge	119 days	173 days	245 days
Total Youth Entering Out-of-Home Setting	52 out of 140 37.14%	26 out of 110 23.63%	1 out of 52 1.92%
Youth Entering Camp within 180 Days Post SP Termination	37 out of 52 71.15%	6 out of 26 23.07%	1 out of 1 100%
Length of Time in CAMP Setting within 180 Days Post SP Termination	5,266 Total days	666 Total days	98 Total days

**Table 3: Outcome Analyses for FFT Youth
With and Without Gang Affiliation**

Outcome	No Gang Affiliation	Gang Affiliation
Criminal Arrests	5 out of 31 (16.1%)	5 out of 21 (23.8%)
Sustained Criminal Petitions	2 out of 31 (6.5%)	3 out of 21 (14.3%)

In order to evaluate treatment progress and outcomes, FFT requires both the youth and parent to complete the Youth Outcome Questionnaire (Y-OQ). The parent completes the parent version and the youth completes a self-report version of the same instrument. The Y-OQ is designed to track actual change in youth functioning as opposed to assigning diagnoses. Through the use of cut-off scores and a reliable change index, the Y-OQ allows the FFT interventionist to assess the youth's behavioral change by comparing pre-treatment assessment to the post-treatment evaluation from both the youth and parent perspective.

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Analysis of the Y-OQ outcome data indicated that there was a significant increase in youth functioning and 42% decrease in negative symptoms with the completion of the FFT program. The data also showed that higher risk youth who started with scores above the clinical cut point improved just as dramatically as did the lower risk youth.

Summary findings indicate that in the first year of implementation the outcomes of the FFT youth supervised by PCTS were extremely positive and are consistent with other published FFT program implementation outcomes. The outcomes clearly suggest youth who participate in some FFT programming (i.e., FFT Group) have better outcomes compared to youth who have no FFT involvement (i.e., Comparison Group). However, the best outcomes are achieved by those youth who successfully complete the full FFT treatment requirements. It was also shown that fewer FFT youths were sent to out-of-home settings following termination from their original Suitable Placement order, and when these youths were sent to Camp Community Placement, the length of time in Camp was shorter compared to comparison group youths.

FFT not only had a positive impact on non-gang affiliated youths but was also shown to impact re-arrest and sustained criminal petition rate for gang affiliated youths. Lastly, the clinical profile of both the FFT youth participants and their parents improved dramatically over the course of FFT treatment. An integration of these results indicates that not only did FFT have an impact on recidivism (as shown in the re-arrest and sustained petition rates) while simultaneously reducing the number and length of subsequent out-of-home placements; FFT treatment participation also reduced the negative clinical and behavioral patterns in the youths and their parents.

Impact of Waiver Activities on Outcomes

As indicated earlier, the Department's Title IV-E Waiver demonstration project was built upon the premise that well-defined outcomes and service initiatives would improve the lives of youth and their families. The following is an analysis of the impact of the Waiver initiatives on the Department's Waiver goals and target benchmarks:

Impact of Waiver services on reducing the reliance on out-of-home care:

The discussion and evaluation of the decline in group home utilization begins with the recognition that the downward trend started prior to the implementation of the Waiver. This was due, in part, to the availability of the Juvenile Justice Crime Prevention Act (JJCPA) funding and services. In fiscal year 2001/02, JJCPA funded a variety of community-based services, including Multisystemic Therapy. These services provided an alternative to out-of-home care. Further, in fiscal year 2003/04, FFT was implemented as a preventive service for at-risk youth. Departmental efforts and outreach services, such as FFT, jump started the downward trend in Probation youth residing in congregate care, as illustrated in Chart 1. This chart illustrates a steady decline in the average monthly Probation group home population, with the exception of a brief spike in FY 2006/07. The chart illustrates an overall 10% reduction in group home population between FY 2003/04-FY 2006/07. The group home population experienced an additional 16% reduction in FY 2007/08. Further, Chart 2 illustrates and reinforces this downward trend. As illustrated, there was a steady

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decline in the number of youth residing in congregate care even though the number of Placement court orders escalated or remained relatively the same during the fiscal years.

Chart 1

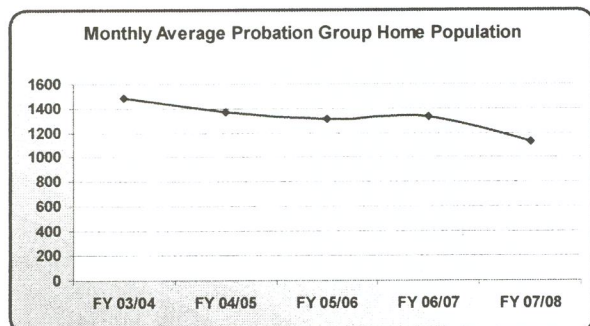
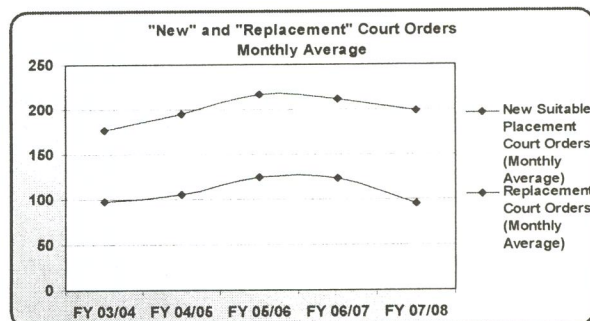


Chart 2



Impact of Waiver services on reducing the length of stay of probationers in congregate care:

The findings indicate that Waiver activities did influence the length of stay in congregate care. Probation reduced the average length of stay in congregate care for 134 youth selected to receive FFT services by approximately 6 months. Prior to the Waiver, the average length of stay in congregate care was approximately 12 months. However, Placement youth identified for FFT services, on average, spent only 6 months in group home care. This reduction in the length of stay for these FFT youth shortened their timelines to permanency, which includes family reunification, legal guardian and adoptions; one of the primary federal outcome measures. Put another way, Probation used 1,098 less group home bed days during the first year of the Waiver.

Impact of Waiver services on reducing recidivism:

As indicated below in Charts 3 and 4, FFT program outcomes clearly show that youth who participated in FFT had fewer arrests and sustained fewer criminal charges. Equally important, and of great significance to the county, gang involved Placement youth who had the FFT intervention experienced lower rates of arrest and sustained petitions than the non-FFT comparison group. Further, the non-FFT group was arrested 82 days post-placement as opposed to the FFT youth who were arrested 192 days post-group home release. In brief, consistent with the national results, the FFT Waiver initiative proved to be an effective intervention in reducing recidivism among youth FFT participants.

Chart 3

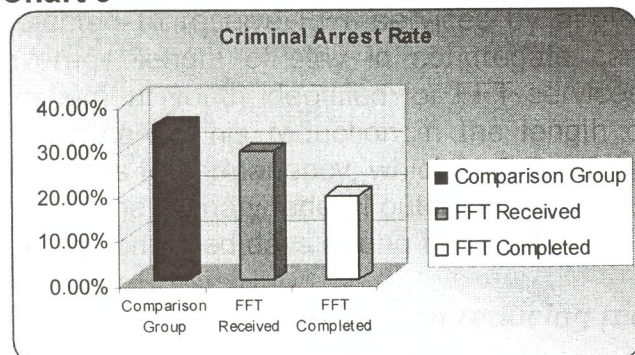
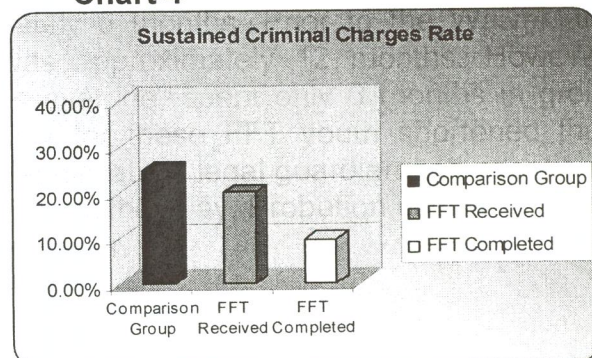


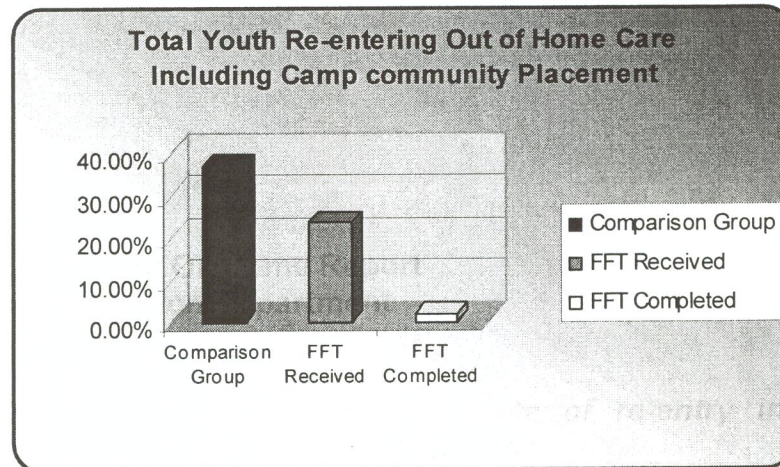
Chart 4



Impact of Waiver services on reducing the rate of re-entry into out-of-home placement following an earlier episode of placement:

Chart 5 graphically reveals that the FFT initiative was effective in reducing the rate of re-entry into out-of-home care, specifically Camp Community Placement. Significantly fewer FFT youth re-entered group home care or camp. In fact, as shown below in Chart 5, three (3) times as many non-FFT participants re-entered out-of-home placement.

Chart 5



Impact of Waiver services on improving assessment of youth entering group care:

With the implementation of the Cross-Systems Assessment and Case Plan Waiver initiative, Probation was able to provide a richer and more in-depth assessment of youth entering group home care. During the first year of implementation, 520 Placement youth were assessed under the guidelines of the new Waiver initiative. Prior to the Waiver, youth received primarily a risk assessment. The only involvement of mental health professionals was in "crisis situations". Now, routinely, there is collaboration between the Department of Mental Health and Probation staff in assessing Placement youth. In turn, Probation is now better able to match the youth's needs with the appropriate group home provider and service.

Impact of Waiver services on improving youth and family well-being:

Analysis of the mental health functioning of youth who completed FFT, using the Youth Outcome Questionnaire (Y-OQ) shows a significant decrease in mental health and behavioral symptoms. The Y-OQ is an outcome measure completed before and after participation in FFT. It is a 64-item standardized questionnaire that assesses the youth's global mental health functioning according to both youth self-reports and reports of their parents/caregivers. The Y-OQ score is a self-reporting score that measures the youth's overall functioning. Questions are specifically geared to look for signs of co-morbid symptomatology or negative behavior or functioning such as indications of depression, violent tendencies and suicidality. It also measures general coping skills. The data shown in Table 4 indicates that of the 52 youths completing FFT, pre- and post-treatment, Y-OQ

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assessments were obtained from 28 youths and 22 parents (mothers). Analysis reveals that there was a substantial increase in youth functioning and 42% decrease in co-morbid (negative) symptomatology with the completion of the FFT program. More significantly, the data shows that higher risk youth that started with scores above the clinical cut point, improved just as dramatically (46% down to 14%) as did the lower risk youth. Put another way, at the start of FFT 50% of mothers rated their children as above the clinical cutoff, but only 9% were rated above at the end of FFT.

Table 4

Youth Outcome Questionnaires*			
Pre-Post Change Data			
n	Assessment	Total Score	% Change & P Value
28	pre-FFT	41.93	42% decrease
	post-FFT	24.46	p < .01
22	pre-FFT	49.00	46% decrease
	post-FFT	26.45	p < .01

*Possible YOQ scores range from -16-240; with scores of 46 or higher for youth self-report, and 47 or higher for parent/caregiver report, most similar to clinical populations.

Table 5

Youth Outcome Questionnaires				
Clinical Cut-point* Status at Pre and at Post				
	YOQ Self-Report (n=28)		YOQ Mother Report (n=22)	
	% Below clinical cut-point	% Above clinical cut-point	% Below clinical cut-point	% Above clinical cut-point
Pre-FFT	54%	46%	50%	50%
Post-FFT	86%	14%	91%	9%

* Clinical cut-point on the YOQ-Self-Report is 46 or higher, and 47 or higher for parent/caregiver report.

Fiscal impact of Waiver

During this first year of reinvestment, which began July 1, 2007, Probation used the modest capped allocation flexible funding to develop and implement two initiatives- Cross-Systems Case Assessment and Case Planning; and Functional Family Therapy (FFT) to improve its outcome measures. The FFT Waiver Initiative proved both cost beneficial and cost-effective. Thus, through the FFT Waiver Initiative, Probation generated \$2.2 million in reinvestment funds by the end of the project's first year.

Cost Effectiveness of Functional Family Therapy (FFT)

As reflected below in Table 6, the cost of providing FFT services in FY 2007-08 was only \$7 a day per youth. When compared to other services provided during the first-year Waiver period, including Wraparound, congregate care, and Camp Community Placement, FFT proved to be the most cost-effective intervention. Table 6 provides a comparison of the daily cost per youth of these services.

Table 6: Service Cost Comparison for Fiscal Year 2007-08

Cost	FFT	Wraparound	Group Home	Camp	Juvenile Hall
Daily Cost Per Youth	\$7	\$139	\$194	\$253	\$340

Table 7 shows youths who received FFT services were less likely to go to camp than youths who did not receive FFT services, resulting in Camp cost savings for the FFT youth, but an increase in Camp cost for non FFT participants. Of the youths who participated in FFT, only 6 out of 110 youths, or 5.5%, had a subsequent Camp Order, as opposed to 37 out of 140 youths or 26.5% of the comparison group. In terms of cost, the daily Camp cost for the total number of youths entering camp was \$9,361 for the comparison group, and only \$1,518 for the FFT group. Of those youths who completed the FFT program, only 1 out of 52 youths, or 2%, went to Camp, for a total daily Camp cost of \$253.

Table 7: Cost Analysis of FFT Program Evaluation Outcomes

Study Group	Total Youth Studied	Youth Entering Camp	Daily Camp Cost per Youth	Total Daily Camp Cost for # of Youth Entering Camp
Comparison Group	140	37 26.5%	\$253	\$9,361
FFT Group	110	6 5.5%	\$253	\$1,518
FFT Completion Group	52	1 2%	\$253	\$253

Reinvestment Funds

DCFS and Probation realized \$28.9 million in child welfare reinvestment funds during the first year of the Waiver. The Departments have agreed to split the funding available for reinvestment based on the proportion of actual reinvestment savings each Department earned. DCFS earned \$26.7 million in reinvestment funds, and Probation earned \$2.2 million. Probation's \$2.2 million was realized due to a reduction in congregate care. As reported by DCFS, although Probation's congregate care costs decreased by \$11.4 million in FY 2007-08, Wraparound expenditures increased by approximately \$9.2 million, resulting in reinvestment funds of \$2,230,000.

Summary and Conclusion

The Probation Department's Title IV-E Waiver Initiatives had an impact on improving the targeted Waiver outcomes and goal. Of significance and importance, all of the outcome measures are now trending in the right direction. To be sure, the Probation Department is pleased and proud of these outcomes. The challenge now is to continue this outcome trend.

During the first year of implementation, there were lessons learned which will be incorporated into the second year Waiver planning and sequence. Among these lessons are increased and improved family involvement and more prudent use of our intervention resources. FFT has proven to be an effective intervention for Placement youth and their


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families. Thus, we will use FFT as well as MST on the front end of our system to keep youth united with their families. We anticipate that this will result in a cost saving for the county. Again, as indicated above, Probation realized reinvestment funds of \$2,230,000. We also anticipate even greater results for youth and families during coming years of the Waiver as we work in collaboration with DCFS toward the larger goal of transforming services and service delivery in the child welfare and juvenile justice systems.



Welcome!!!

*CDSS, DCFS, Probation
Title IV E Waiver
Learning Organization
Group
(LOG)*



Logistics and Acknowledgements

- Training Planning Team
- Community
Partners/Stakeholders
- CSULB/CSULA
- CDSS



Objectives

- Welcome and (Re) Connection
- Update Status and Progress on the Waiver (State, Local Perspectives, Evaluation)
- Building/Maintaining Momentum (Priorities and Challenges)
- (Re) Engagement: SPA/Office Level (Review Data/Information, Establish Recommended Next Sequence Priorities)

- *Informal Objectives*



MOMENTUM

- Message
- Overview
- Mandate
- Evaluation
- Next Sequence
- Transformation
- Understanding (Data)
- Moving Forward



Overview of the Day

- State Perspective
- Statewide Evaluation
- Keeping the Momentum Going: System Transformation (DCFS and Probation Leadership)
- Implementation of Priorities: Lessons Learned
- DCFS Priority Initiatives
- Probation Priority Initiatives



Agenda: Afternoon

- Break Out Sessions:
- System Transformation
SPA/Office/Community Level
- What the Data Tell Us:
- Next Sequence Priorities: Discussion and Recommendations
- Summary and Wrap Up



Icebreaker ?

- At Tables



Welcome

- Patricia Ploehn: Director, DCFS
- Robert Taylor: Chief Probation Officer

Title IV E Waiver: "The State Perspective"

Mr. John Wagner
Director: California
Department of Social
Services

The "System" (Greatly Simplified)



?

Fact: We know more about
the "bunch of stuff" than
we used to...And SO. . .

?



Statewide Evaluation of the Waiver

Dr. Charlie Ferguson
San Jose State University

System Transformation: Keeping the Momentum Going: *“DCFS Annual Performance Report”* 2007



Patricia S. Ploehn, LCSW, Director,

Los Angeles County

Department of Children & Family Services



DCFS Basics

- Over 7,000 Employees
- \$1.6 Billion Annual Budget
- Supervision of 36,000 Children
- Less than 19,000 Reside in Temporary Out-of-Home Care
- Over 10,000 of These Children Placed with Relatives

13



3 Key Outcomes

- Increased Safety
- Reduced Reliance on Out-of-Home Care
- Improved Permanency

14

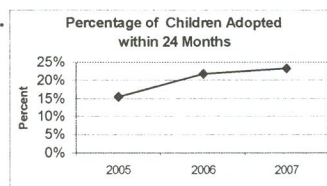
5 Innovative Practices

- Points of Engagement
- Structured Decision Making
- Team Decision Making
- Concurrent Planning
- Permanency Partners Program

15

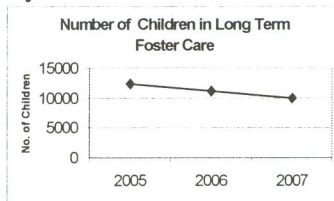
Key Results of These Efforts

1. The number of children in out of home care has been reduced from a high of nearly 50,000 in 1998 to an all time low of 19,152 by January 2008.
2. The percentage of children adopted within twenty-four months of their initial placement rose by 6.3% in 2006 and by an additional 1.7% in 2007. During this year, 2,121 children were adopted & 15 were safely surrendered.

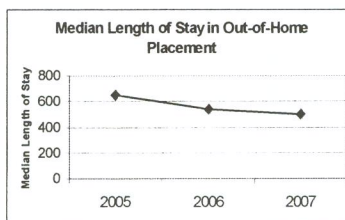


16

3. The number of children in Long Term Foster Care decreased by 9.4% in 2006 and an additional 10.8% in 2007

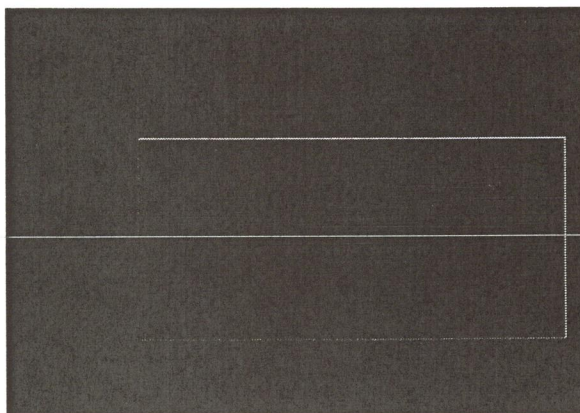


4. The median length of stay in out-of-home placement decreased by 17.4% in 2006 and an additional 6.5% in 2007.



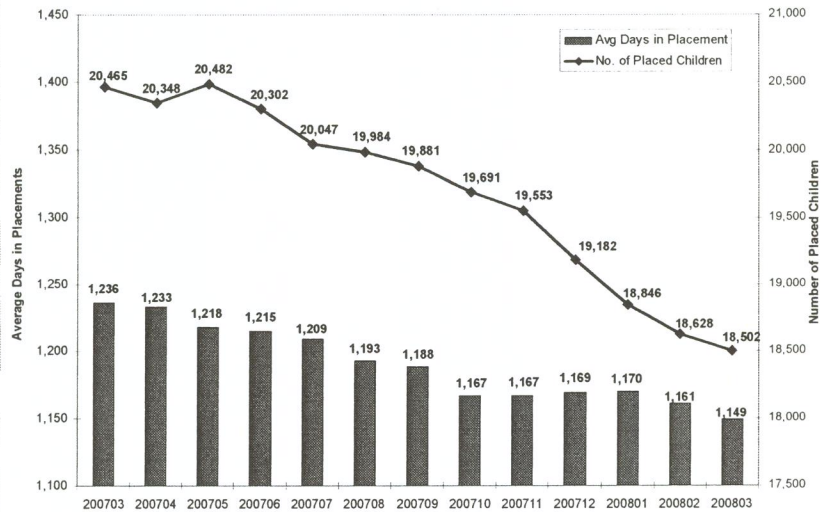
17

5. The average length-of-time children spent in foster care decreased by 11% in 2006 and by an additional 7.4% in 2007.



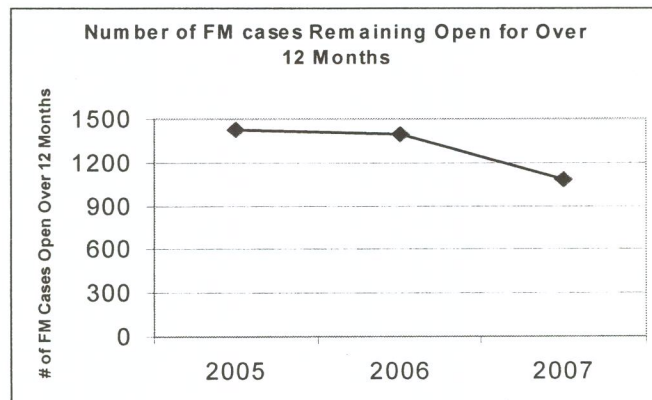
18

6. The trend continues with the average days in placement decreasing by 7.0% from March 2007 to March 2008.



Data Source: Executive Report, April 2008

7. We significantly reduced the number of Family Maintenance cases remaining open for over 12 months.



8. A multi-year back log of relative and non-relative (ASFA) assessments was eliminated, resulting in a net County cost savings of nearly \$800,000 dollars monthly.

December 2006 - 3215

June 2007 - 250

December 2007 - 152

9. During the 2006-2007 fiscal year the Permanency Partners Program (P3) provided services to 1207 youth who were previously in long term foster care status, bringing the total youth served to over 2000. Also, there was a 29.1 % decrease of runaway youth. As a result of the tremendous success of P3, the program was expanded to include all regional offices.

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Potential Impact of Proposed State Budget Cuts

The proposed State funding reductions, if fully enacted, may affect the well-being of children and families in the following areas:

- Prevention services designed to protect at-risk children from abuse and neglect;
- Reunification services focused on addressing family problems so children can safely return and remain with their families;
- Permanency services intended to ensure children who cannot safely return home can grow up with a new family through adoption or legal guardianship;
- A reduction or elimination in the number of critical programs and contracts or the potential elimination of hundreds of positions;

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Potential Impact of Proposed State Budget Cuts

- Funding cuts of between 5 and 10 percent to caregivers of children in out-of-home care, potentially resulting in the closure of placement resources;
- Reductions in direct services to children and families designed to preserve and support families, facilitate family-based care for high needs children, support and maintain permanency in relative/kinship care and adoptive homes, and ensure successful transition of youth from care into adulthood;
- A reduction in clinical services such as sexual abuse treatment, drug testing and substance abuse treatment;

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Moving Forward

- Flexible Funding (Title IV-E Waiver Implemented July 2007)
- Prevention (Implementation of the Prevention Initiative Demonstration Project)
- Improved Mental Health Services (Katie A)
- Continued Focus on keeping children with Kinship families and providing the Relative Care provider all necessary support



Moving Forward

- Cooperative Efforts with other Departments and Agencies
- Finding the Best and Safest Placements & Keeping Families Safely Together
- Permanency
- Build Collective Will and Accountability for Change
- Increase Well-Being and Improve Self-Sufficiency
- Impact of Proposed State Budget Cuts – Reinvest Savings

- Summary: DCFS is proud to be at the forefront in the national movement to transform child welfare and is committed to securing the safety and well being of all children in Los Angeles County.



DCFS: Implementation of Key Priorities

- *Upfront Assessments on High-Risk Cases*
Eric Marts
- *Expanded Family Finding and Engagement (Youth Permanency Units)*
Maryam Fatemi & Tedji Dessalegn
- *Expanded Team Decision Making*
Lisa Parrish
- *Prevention Initiative Demonstration Project (PIDP)* Angela Carter

Up-front Assessments

- Contract with community-based agencies to provide upfront assessment of referrals with substance abuse, domestic violence and/or mental health involvement at initiative contact with family or immediately thereafter;
- Utilize standardized tool (BSAP); and
- Provide immediate linkage with services often provided through same agency.

Current Roll-Out

- Compton – Shields
- Wateridge – Shields
- Metro North – El Centro del Pueblo, Para Los Ninos, and California Hospital/Pico Union
- ERCP Pilot – Shields – SPA 6 (day & night)
 - CII – SPA 4 & 8

Additional Funding

- Waiver Reinvestment
- Marguerite Casey - \$300,000 over two years
- Seeking additional funding
- SPA 6 results – detention reduced; families linked to services resulting in FR

Expanded Family Finding and Engagement (Youth Permanency Units)

- CSWs in YP Units with reduced caseloads, servicing high-need youth at risk of aging out of care without permanency
- High Need Youth:
 - no or limited connections
 - multiple recent replacements
 - heavy substance abuse
 - recent psychiatric hospitalization
 - repeat runaways

Youth Permanency Units (YP)

- YP Units staffed at Metro North and Pomona; Santa Clarita coming on board
- Policy developed and in place
- Office-wide surveys conducted to determine how many youth meet YP criteria in each office
- Designated YP cases transferred into YP Units
- Specialized training and consultation for entire office on Family Finding and Engagement and youth permanency

Expanded Team Decision Making

- Expand use of TDM to hold Permanency Planning Conferences (PPC) for children in group homes and children in foster care for two years or longer with no identified permanency resource
- Holding regular PPCs ensures that multi-disciplinary team of professionals, family members and caregivers meets regularly to focus on the urgent need of the child for permanency

TDM Update, Cont.

- 14 additional facilitators hired and trained by April 2008
- Holding Permanency Planning Conferences (PPCs) for children in group homes
- 222 PPCs completed by July 7, 2008

Prevention Initiative Demonstration Project (PIDP)

(A \$5 Million Prevention Investment)

- Approved on February 26, 2008, the PIDP is a 12-month child abuse and neglect prevention demonstration project involving lead community based agencies in each of the 8 Service Planning Areas (SPAs)
- Focusing on a three-prong approach of primary, second and tertiary prevention, the lead agencies with their DCFS regional office partners have the following goals:
- Create healthy communities to prevent child abuse and neglect before it occurs
- Create strong families by increasing community connections
- Leverage opportunities and resources across the prevention spectrum of services, resources and supports
- Strengthen family economic success

PIDP Structure

- The PIDP structure is collaborative and partnership driven:
- Lead CBOs and DCFS regional offices jointly developed geographic and zip code specific plans (strategies and initiatives) which were implemented in June 2008
- Casey Family Programs provides the following supports the PIDP teams
 - Capacity Building
 - Strategic Communications
 - Evaluation – USC, UCLA, Claremont and First5LA
- Timeframe of the PIDP is February 2008 through June 30, 2009.

LA DCFS OUTCOMES THROUGH DECEMBER 2007

	Q4 2007 Report	National Standard or Goal	Comparison to the National Standard
No Recurrence of Maltreatment	94.3%	94.6%	-0.3%
Reunification Within 12 Months	61.6%	75.2%	-18.1%
Median Time to Reunification	8.2 mths	5.2 mths	57.7%
Adoption Within 24 Months	24.1%	36.6%	-34.2%
Median Time to Adoption	32.5 mths	27.3 mths	19.0%
Reentry Following Reunification	9.8%	9.9%	-1.0%

Data source: CWS Outcomes Systems Summary for Los Angeles County, July 2008 Report (Data Extract Q4 2007). UC Berkeley's Center for Social Services Research.

1/22/2009

Probation Priority Initiatives

- *Enhanced Cross-System Case Assessment/Planning*
Karen Streich & Carol Sanchez
- *Expansion of Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT)*
Tracy Jones & Jed Minoff

Title IV-E Waiver Priority Initiative: *Placement Stability*

■ Cross-Systems Case Assessment

Assumption:

Cross-systems case assessment will aid in placing Probation foster care youth in the most appropriate setting matching need with services.

Diagnostic Interview Schedule for Children ("DISC") Scores

- The Department of Mental Health has conducted two collaborative studies with UCLA utilizing a highly structured diagnostic inventory, the Diagnostic Interview Schedule for Children ("DISC"). The following table summarizes the baselines from research findings on incidence/prevalence of mental health problems in the Juvenile Justice Population including, UCLA Pilot Study (2000, local norms), Preliminary Findings UCLA CFOY Project (2003, local norms) and Linda Teplin's Cook County Study (largest, most systematic, published study)

11

Results/Findings

Teplin, A.; Abram, K.; McClelland, G.; Duncan, M., and Mericle,

A. (2002) study was stratified by age, gender and ethnicity

Psychiatric Diagnoses	UCLA Pilot 2000 (S=only MAYSI+) (Past 4 weeks)	UCLA CFOY Preliminary Data (S=MAYSI+ & -) (Past Year)	Teplin's Study (S= stratified random) (Past 6 months)	
Disruptive Behavior	48% (45% Conduct)	42% (39.2% Conduct)	DISC Alone	W/Impairment
			41.1% (male)	31.4% (male)
			45.6% (female)	38.0% (female)
Mood Disorder	19%	7.7%	DISC Alone	W/Impairment
			18.7 (male)	16.1% (male)
			21.6 (female)	22.9% (female)
Anxiety Disorder	---	20%	DISC Alone	W/Impairment
			21.3% (male)	20.7% (male)
			30.8% (female)	28.9% (female)
Substance Use	49%	58.1%	50.7% (male)	
			46.8% (female)	
Psychotic Disorder	---	---	1% (male)	
			1% (female)	

GOALS OF THE CROSS-SYSTEM ASSESSMENT

- LEVERAGE SCREENING/EVALUATION AND ASSESSMENT INFORMATION TO BETTER IDENTIFY MENTAL HEALTH NEEDS OF SUITABLE PLACEMENT YOUTH
- LEVERAGE EXISTING COLLATERAL INFORMATION ABOUT THE YOUTH FROM PROBATION, INCLUDING RISK ASSESSMENT AND RECORD OF SUPERVISION INFORMATION CONTAINED IN JCMS,
- CONDUCT ADDITIONAL ASSESSMENTS AS NECESSARY TO CLARIFY TREATMENT NEEDS AND GOALS
- FORMULATE A COLLABORATIVE CASE PLAN, INCLUDING RECOMMENDED SERVICES.
- INVOLVE PARENTS IN THE DEVELOPMENT OF THE OVERALL CASE PLAN.
- BETTER INFORM PLACEMENT DECISIONS AND THEREBY REDUCE LENGTH OF STAY IN PLACEMENT AND THE NEED FOR REPLACEMENTS

Title IV-E Waiver Priority Initiative ***Shortening the Timelines to*** ***Family Reunification***

■ **Functional Family Therapy (FFT)**

Assumption:

FFT works first to develop family members' inner strengths and sense of being able to improve their situation and provides the family with a platform for change and future improved family functioning.

FFT Clinical Model: Intervention Phases Across Time

Assessment




Intervention

<i>Engagement</i>	<i>Behavior</i>	<i>Generalization</i>
<i>Motivation</i>	<i>Change</i>	



Child and Family Well Being *Youth Outcome Questionnaire*

- Youth
- Pre-FFT Intervention-50% of program youth assessed as having mental health diagnosis.
- Post-FFT Intervention-7% of program youth assessed with mental health diagnosis.
- Parent
- Pre-FFT intervention-69% of program parents assessed as having Mental health diagnosis.
- Post-FFT Intervention-5% of program parents assessed with mental health diagnosis.



Lunch

Stay Tuned!

Let's get to work...(SPA Break Outs and Summary Wrap Up)

- Introduction: Making Connections
- Overview: Assigned Leader
- Review Office Data (1 hour for the above)
- Waiver Outcomes, Initiatives Currently Underway, Future Priorities
- Discussion and "Consensus?": SPA/Office Worksheet... Complete Template Priority Handout/Document (45 minutes)
- RETURN TO MAIN ROOM FOR SUMMARY WRAP UP AND CLOSING COMMENTS FROM LEADERSHIP

SPA/Office Breakouts

- SPA 1 Lancaster, Palmdale
Ted Myers
- SPA 2 & 5 Santa Clarita, SF Valley, West SFV, West LA
Angela Carter
- SPA 3 Pasadena, Pomona, Glendora, El Monte, MPU
Dr. Sophy
- SPA 4 Metro North
Susan Kerr
- SPA 6 Compton, Wateridge, Vermont Corridor
Eric Marts
- SPA 7 Belvedere, Santa Fe Springs
Joi Russell
- SPA 8 Lakewood, Torrance
Lisa Parrish
- Probation Stakeholders

Break Out Room Assignments

- Spa I: Club A, 2nd floor
- Spa II & V: Alumni A, 2nd floor
- Spa III: Board Room, 2nd floor
- Spa IV: Alumni B, 2nd floor
- Spa VI: Figueroa Room, 2nd floor
- Spa VII: Club B, 2nd floor
- Spa VIII: California Room, mezzanine
- Probation: Cardinal Room, 2nd floor

To Summarize: Key Themes in Community Partnership, Voice and Capacity Building

- Spa I
- Spa II
- Spa III
- Spa IV
- Spa V
- Spa VI
- Spa VII
- Spa VIII
- Probation

To Summarize: Next Steps (1st)

- Spa I Targeted recruitment and hiring of CSW's
- Spa II School based programs: increased upfront assessments
- Spa III Increase development of cutting edge technologies ie. Evidence based programs
- Spa IV Maximize/develop coordinated system (Existing resources)
- Spa V Develop more upfront assessments
- Spa VI Identify agencies/Increase capacity
- Spa VII ensure trust/sustain relationships
- Spa VIII Maintain the close collaboration with community partners
- Probation Convene a follow up LOG

To Summarize: Next Steps (2nd)

- Spa I Recruitment of Mental Health practitioners
- Spa II Flexible funding (prevention/aftercare): increased probation assessment p/c conflict
- Spa III Improve and expand upfront assessment and program
- Spa IV Equitably allocate resources (staff and \$) across the Department
- Spa V Provision of after-care support services
- Spa VI Continue community collaboration/ to serve POE
- Spa VII Share information/ DCFS Programs
- Spa VIII Expand community participation in child abuse prevention: Build front end resources, ARS
- Probation Establish Youth and family Forums

To Summarize: Next Steps (3rd)

- Spa I Addressing disproportionality: co-locate staff
At local schools, utilize FGDM and faith based orgs.
- Spa II Enhanced communication/coordination and
LACO service integration
- Spa III Develop better community participation at TDM's
- Spa IV Development/outreach to non-traditional
resources and partners
- Spa V Increase referrals from CPHL directly to CBO/s
- Spa VI Continue faith-based initiative
- Spa VII Share outcome information
- Spa VIII Finding services for families in need that are
not in the system: continuous improvement in
operations
- Probation To take our input from break out groups and
modify probations waiver initiatives

Summary and “Consensus?!”

■ DCFS

■ Probation

Summary/Recap

DCFS Priority Initiatives

- *Upfront Assessments on High-Risk Cases*
- *Expanded Family Finding and Engagement (Youth Permanency Units)*
- *Expanded Team Decision Making*
- *Prevention Initiative Demonstration Project (PIDP Enhanced Cross-System Case)*

Probation Priority Initiatives

- *Assessment/Planning Expansion of Multi-Systemic Therapy (MST)*
- *Functional Family Therapy (FFT)*

Review and Summary

Title IV E Waiver Re-investment Strategies!

■ *So Now What? The Next Sequence!!!*

■ ***Summary of Breakout Discussions:***

■ ***GREAT WORK!!!!!!***



Closing Thoughts

- From Leadership
- Next Steps?
- Getting Additional Information?
- *Stay Tuned*



The End...
And a new (continuing) beginning!

- ***Acknowledgements***
- ***HAVE A GREAT WEEK!***

Los Angeles County Department of Children and Family Services
Flexible Funding Reinvestment:
A Proactive Approach to Meeting Children's and Families' Needs
January 22, 2009

The Los Angeles County Department of Children and Family Services' (DCFS) first year in the Title IV-E Waiver Demonstration Project was a success, as DCFS continued to safely return children to their families and shortened the time required to find children safe permanent homes with caring adults. During this first year of reinvestment, which began July 1, 2007, DCFS used the modest capped allocation flexible funding to expand three initiatives that improve safety and strengthen healthy connections between children, families and communities: Team Decision Making; Family finding and engagement; and Upfront assessments for mental health, substance abuse and domestic violence. DCFS also generated \$28.9 million in reinvestment funds by the end of the project's first year. These successes were accomplished even as the nation began to experience one of the worst financial crises in decades and families began feeling the effects of the recession.

Keeping the Momentum Going During the Recession

With the recent announcement that the United States has been in a recession since December 2007, concern has mounted that the economic downturn could result in increased maltreatment and larger caseloads for family maintenance and out-of-home care. DCFS reforms have been essential to maintaining positive outcomes for children and families during the first year of the downturn and must be built upon to ensure child safety and well being throughout the recession. By keeping the reform momentum going, we can continue to produce additional reinvestment funds to support the needs of children and families even in the midst of the economic crisis.

- The good news is that the DCFS foster care census is still decreasing. Trend data for the past seven years show that the foster care census did not increase or decrease in correlation to the unemployment rate in Los Angeles County. This is important to note, since the unemployment rate has increased sharply from 5.3% one year ago to a high of 8.9% in November 2008, the most recent month reported.
- While the most recent caseload data are reassuring, there is still cause for concern about the impact of the recession on children and families. This downturn is more severe than any other in recent years, and family and community stressors have increased with potential repercussions difficult to predict.
- The DCFS reform emphasis on community engagement and family support has been at the core of recent child welfare improved outcomes: a steady decline in the out-of-home care caseload in the past five years, a decrease in child abuse recurrence rates and more familial ties and supports for thousands of children in Los Angeles County.
- Investing now in more community resources and family support is a crucial part of keeping this momentum going. An opportunity exists for proactive use of the flexible funding reinvestment to expand community-based services to help families **before** crises overwhelm their ability to parent. In the second sequence of reinvestment, we therefore propose to invest over 80% of funds in community-based services and supports.
- Joining the capped allocation flexible funding demonstration project six months before the longest recession since 1982 has been beneficial for children's services to meet the real and emerging needs of children and families. The terms of the project make it extremely difficult for the state or federal government to decrease the capped allocation revenue the County will receive from them through June 2012, and each year a growth factor of 2% has been locked in for most of this revenue. Since the terms of the agreements require that any reinvestment be spent on child welfare services, the County is able to provide more crucial resources at a very critical time.

Attachment III

The following planned DCFS initiatives for the second sequence of reinvestment will keep the momentum going and play a vital role in improving the protection of children and the stability of families.

Up-front Assessments for High-Risk Families on Mental Health, Substance Abuse and Domestic Violence – To reduce entries into foster care and help parents who need services to expedite reunification, additional Family Preservation (FP) agencies will provide 5,000 expert upfront assessments annually of high risk referrals involving mental health, substance abuse and/or domestic violence; participate in Team Decision Meetings (TDM's); and provide FP and Alternative Response Services (ARS) to 500 additional families across all regional offices. This will allow for immediate, comprehensive assessments and much faster linkages to treatment and ancillary services (e.g., homeless services) for parents in the community. Three administrators will be hired to manage the expansion, including oversight of FP contracts.

Countywide Prevention Efforts, Such as Differential Response – Waiver funding will be utilized to implement countywide prevention efforts, such as a differential response program countywide. Appropriate Child Protection Hotline (CPHL) referrals will be diverted to community agencies before family needs escalate and child safety becomes a concern, so families can access services, activities and supports. This will increase shared responsibility for child safety in the community and decrease the number of referrals to regional offices.

Promoting Safe and Stable Families (PSSF) – Provide funds to avoid cutting contracts in the middle of the year due to federal cuts, in FY 2008-09 only:

- **Family Support** to strengthen families and reduce the number of entries into foster care. Family Support services provided by community-based agencies promote child and family well-being, by increasing family strength and stability and increasing parents' confidence and competence.
- **Family Preservation** services to reduce the number of entries into foster care and shorten reunification timelines. Family Preservation Agency services support and preserve families who are at risk or experiencing problems in family functioning, with the goal of assuring children reside in safe and nurturing environments.
- **Time Limited Family Reunification Services** to shorten reunification timelines by accessing alcohol and drug assessment and treatment for eligible DCFS families.
- **Adoption Promotion Services and Support (APSS)** to shorten timelines to permanency by expediting the adoption process and supporting adoptive families. Community-based agencies provide information, therapy, support groups and linkages to services.

Regional Office Community Partnering - funding to DCFS regional offices to deepen collaborative work with community partners on key reforms such as eliminating racial disproportionality and disparity, and expanding child abuse and neglect prevention services.

Expansion of Team Decision Making (TDM) conferences to identify safe alternative plans and services for families investigated for child abuse or neglect at night and on weekends by the Emergency Response Command Post (ERCP). Eight additional TDM facilitators and a supervising manager will be hired as part of the Board approved Katie A. Strategic Plan.

Expansion of Family Finding and Engagement to provide high-needs youth with stability and increased connections and permanency. With 9 additional social workers and 3 clericals, the specialized Youth Permanency (YP) Units established in Metro North and Pomona offices with reduced caseloads of 15 and special training will expand to 6 social workers each, and a YP Unit will be added in Santa Clarita.

DCFS Flexible Funding Second Sequence Proposed Investment: January 22, 2009	FY 2008- 09	FY 2009- 10
Upfront Assessments for High Risk Families and Additional Community Based Services	\$ 2,397,000	\$ 8,726,000
Countywide Prevention Efforts, Such as Differential Response	\$ 0	\$ 6,000,000
Promoting Safe and Stable Families Services	\$ 970,000	\$ 0
Regional Office Community Partnering Support	\$ 90,000	\$ 250,000
Expansion of Team Decision Making (TDM)	\$ 590,000	\$ 1,226,000
Expansion of Family Finding and Engagement – Three YP Units	\$ 543,000	\$ 1,217,000
Total Title IV-E Waiver Second Sequence Proposed Investment	\$ 4,590,000	\$17,419,000

**Los Angeles County Department of Probation
Flexible Funding Reinvestment
January 21, 2009**

The Probation Department's Title IV-E Waiver first-year initiatives had an impact on improving the targeted Waiver outcomes. The challenge now is to continue this positive outcome trend. During the first year of implementation, there were lessons learned that will be incorporated into the second-year Waiver planning and sequence. Among these lessons are increased and improved family involvement and more prudent use of our intervention resources. FFT has proven to be an effective intervention for Placement youth and their families. Thus, we will use FFT as well as MST on the front end to keep youth in their families while ensuring the safety of the community.

The following is a brief description of the second sequence strategies/initiatives that will be implemented and/or expanded in Fiscal Years (FY) 2008/09 and 2009/10, using the available flexible funds:

Prospective Authorization and Utilization Review Unit: This unit will be established to assist in the decision-making process to match youth and families with appropriate services. This unit will improve consistency in service utilization as referrals to services will be pre-approved, based on whether or not a youth and family meet the specified focus for each service. This unit will be responsible for reviewing the use of each of these services at designated intervals to ensure that there is a systematic approach to the rationale that allows for extended services that may be required to obtain desired outcomes on a case-by-case basis. This will improve Probation's ability to strategically manage available resources and maximize fiscal resources.

Expansion of Functional Family Therapy (FFT): In FY 2007-08, Probation leveraged Mentally Ill Offender Crime Reduction – Intensive Case Management (MIOCR-ICM) grant funding to expand FFT services targeting Probation foster care youth and their families. The grant program required that six supervision Deputy Probation Officers (DPOs) support FFT efforts through intensive case management. Placement Aftercare DPOs supported both in-house and contracted FFT service providers by providing intensive supervision using the evidence-based Functional Family Probation supervision model. The MIOCR-ICM grant funding ended in FY 2008-09 however, this grant was, in part, the foundation of our first year initiatives. This initiative will require that the aftercare component continues to serve the Title IV-E program target population. Waiver funding will be utilized, beginning in FY 2009-10, to fund the six DPOs previously funded by the MIOCR-ICM grant program.

Probation added a new program component to this initiative, Parent Daily Reports (PDRs). Waiver funding will be utilized by Probation in FY 2008-09 and 2009-10 to establish an aftercare support service for youth and families. Five Community Workers will complete PDRs for all youth that have transitioned from Group Home and relative/non-relative care back to their homes. PDRs are a component of the evidence-

based Multidimensional Treatment Foster Care (MTFC) program and provide crucial information on a family's progress during the first 60 days of family reunification. The PDRs will allow the DPO of Record and the treatment teams to make appropriate interventions, if needed to support family reunification. It is anticipated that this effort will improve response time to youth and family needs while reducing the percentage of youth that re-enter the foster system and/or fall deeper into the juvenile justice system due to antisocial behaviors that could lead to higher levels of care, such as Camp Community Placement.

Enhanced Cross-Systems Case Assessment and Case Planning: In FY 2008-09 and 2009-10, Probation will use unspent FY 2007-08 Waiver allocation funds to cover the increased costs for three Clinical Psychologists contracted with the Department of Mental Health (DMH) to participate on the Cross-Systems Case Assessment and Case Planning Team with three DPOs. This team is charged with conducting cross-systems assessments for youth with a Suitable Placement court order, developing initial treatment plans for these youth, and identifying the most appropriate placement for all youth newly detained on a Suitable Placement court order.

Probation's Flexible Funding Second Sequence Proposed Investment: January 21, 2009	FY 2008-09	FY 2009-10
Prospective Authorization and Utilization Review Unit	\$127,000	\$ 513,000
Expansion of Functional Family Therapy	\$ 64,000	\$ 796,000
Enhanced Cross-Systems Case Assessment and Case Planning	\$196,000	\$ 370,000
Total Title IV-E Waiver Second Sequence Proposed Investment	\$387,000	\$1,679,000